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AUTHOR Ross, Joanne
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ABSTRACT

This document consists of eight graphs/lists and nine tables summarizing the results of the National Adult Education Professional Development Consortium's second biannual survey of administrative practices for the state and territorial adult education offices. Data are presented on the following topics: state staffing patterns; state services overseen; federally funded programs managed; state directors' salaries; state agencies; interagency collaboration, support, and agreements; agency restructuring; state-local funding processes; and local program characteristics and staffing patterns. The following are among the findings included: (1) in 1992, 21 state directors managed staffs of fewer than 5 people, whereas only 17 state directors had staffs of fewer than 5 people in 1994; (2) in 1994, adult education staff had a median salary of $39,000 and an average salary of $37,519, and the national average and mean salaries of state directors equaled $52,498 and $50,000, respectively; (3) 11 states reported agreements with their departments of labor, 28 reported agreements with their departments of human services/welfare/social services, 8 reported agreements with their departments of corrections, and 5 had agreements with their departments of vocational rehabilitation services; and (4) programs in 14 states/territories were restructured in 1993 or 1994. (MN)

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NAEPDC

STATE ORGANIZATIONAL SURVEY 1994-1995

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NATIONAL ADULT EDUCATION
PROFESSIONAL DEVELOPMENT CONSORTIUM

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1994 - 1995 STATE ORGANIZATIONAL SURVEY

National Adult Education
Professional Development Consortium, Inc.
Suite 422
444 North Capitol Street, NW
Washington, DC 20001

NATIONAL ADULT EDUCATION PROFESSIONAL DEVELOPMENT CONSORTIUM

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Judy Koloski	Executive Director
Joanne Ross	Executive Assistant

Survey Prepared by Joanne Ross

Contents

Executive Committee and Staff 2
Preface 4
State Staffing Patterns.....6
Table 1 8
State Services Overseen 10
Table 2 10
Federally Funded Programs Managed 15
Table 3 16
State Directors' Salaries 20
State Agencies.....21
Table 4 21
Interagency Collaboration 22
Table 5 22
Interagency Support 24
Interagency Agreements 25
Agency Restructuring.....26
State-Local Funding Processes.....28
Table 7.....28
Local Program Characteristics.....30
Table 8.....30
Local Staffing Patterns.....32
Table 9.....32

Preface

Dear Colleague:

It is with great pleasure that the National Adult Education Professional Development Consortium (NAEPDC) presents its second bi-annual survey of administrative practices for the state and territorial adult education offices. The survey has been prepared in the continuing belief that consistent, validated and aggregated information about how adult education operates at the state level is necessary, particularly in these changing times.

The combined picture indicates a dynamic program continuing to provide a wide variety of services to an increasingly diverse number of clients. State personnel continue to be limited in number and state agencies are reflecting major administrative restructuring (14 states have undergone some type of restructuring during the past 2 years). Given the recent political changes at the federal level and in most State Houses, we expect that these changes will continue at an even greater pace. State adult education offices are working collaboratively with a greater variety of federal programs as the need for basic skills becomes evident in order to make other social services initiatives successful.

Surveys are always difficult, both in terms of design, information gathering and interpretation. As always, we appreciate the support and commitment of the State Directors and their staffs in providing our office with this information. We hope, as you review the information in this document, you feel the time and effort were well spent.

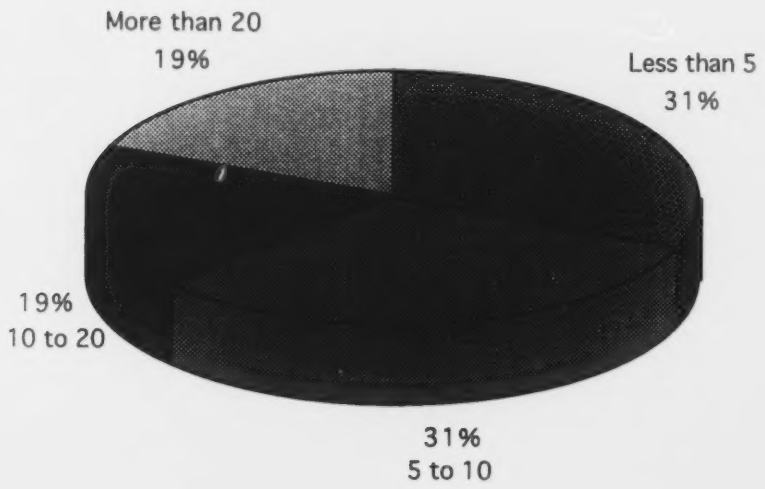
Sincerely,

Judith Ann Koloski
Executive Director

State Program Information

State Staffing Patterns

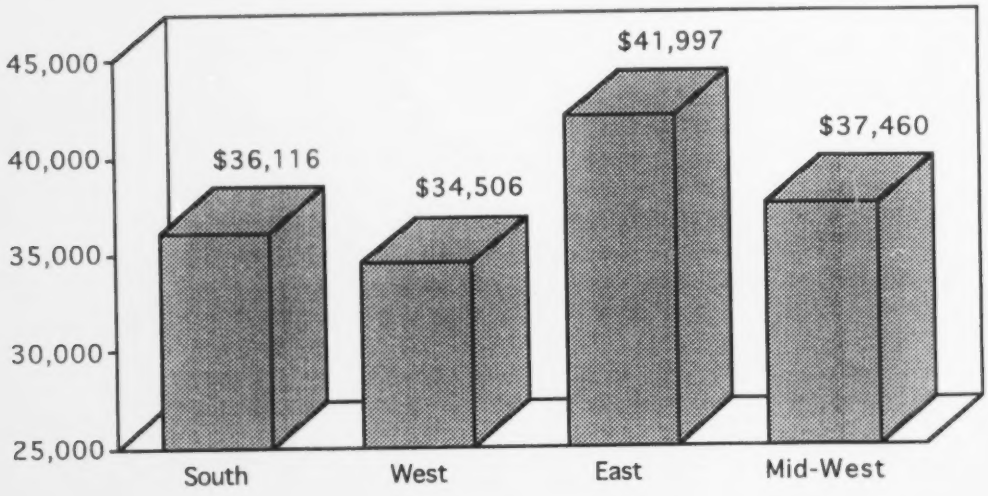
Percentage of State Directors who Manage Staffs of...



In 1992, 21 State Directors managed staff of less than 5 people.
In 1994, 17 State Directors still had less than 5 staff.

State Staffing Patterns

Average Salary of Professional State Staff by Region



Median Salary of Adult Education Staff **$39,000**

Average Salary of Adult Education Staff **$37,519**

Salaries of Professional Staff have declined by appoximately $2,000 since our last survey (1992-1993). Administrative costs would appear to be decreasing.

Table 8

State Staffing Patterns

	State Staff Managed	Working for Adult Ed	Salary of Professional State Staff
Alabama	10	11	$40,000
Alaska	2	4	50,000
Arizona	15	21	26,606
Arkansas	10	11	38,483
California	65	23	60,000
Colorado	12	13	26,675
Connecticut	17	18	63,476
Delaware	11	1	*
District of Columbia	30	2	50,000
Florida	40	40	33,000
Georgia	17	97	30,000
Idaho	1	2	*
Illinois	15	16	45,000
Indiana	10	11	32,000
Iowa	0	4	46,800
Kansas	1	4	35,000
Kentucky	43	44	30,947
Louisiana	7	8	31,469
Maine	14	7	42,500
Maryland	13	41	45,000
Massachusetts	22	32	40,000
Michigan	28	10	50,000
Minnesota	0	6	49,000
Mississippi	3	5	31,000
Missouri	15	16	30,000
Montana	0	2	*
Nebraska	3	4	40,000

*Information not received.

Table 1

State Staffing Patterns

State Staff Managed	Working for Adult Ed	Salary of Professional State Staff	
1	2	$35,000	Nevada
3	4	41,000	New Hampshire
9	15	*	New Jersey
1.33	4.5	39,000	New Mexico
35	85	45,000	New York
8	3	41,720	North Carolina
2.5	3.5	20,000	North Dakota
8	12	42,250	Ohio
7	6	25,000	Oklahoma
7	10	40,000	Oregon
22	25	37,000	Pennsylvania
2	4	30,000	Rhode Island
14	15	45,000	South Carolina
4	1.5	16,000	South Dakota
10	11	40,000	Tennessee
23	24	40,000	Texas
2	5.5	49,000	Utah
2	6	30,000	Vermont
15	5	34,000	Virginia
11	12	32,789	Washington
4	5	45,000	West Virginia
85	9	43,472	Wisconsin
0	1	39,000	Wyoming
4	4	*	American Samoa
300	10	30,000	Guam
19	181	*	Puerto Rico
10	7	40,000	Virgin Islands
2	2	15,000	Northern Mariana Islands
3	9	10,000	Palau

Table 1

State Services Overseen

All programs for which state adult education office is responsible.

	ABE/Lit (0-8.9)	GED	Adult High School	E.S.L.	Citizenship	Volunteers
Alabama	•	•	•	•		•
Alaska	•	•	•	•	•	•
Arizona	•	•	•	•	•	•
Arkansas	•	•		•		
California	•	•	•	•	•	•
Colorado	•	•	•	•	•	
Connecticut	•	•	•	•	•	•
Delaware	•	•	•	•		•
District of Columbia	•	•	•	•	•	
Florida	•	•	•	•	•	•
Georgia	•	•	•	•		•
Idaho	•	•		•	•	•
Illinois	•	•	•	•	•	
Indiana	•	•	•	•	•	
Iowa	•	•	•	•	•	•
Kansas	•	•		•	•	
Kentucky	•	•		•	•	•
Louisiana	•	•		•		•
Maine	•	•	•	•	•	
Maryland	•	•		•		
Massachusetts	•	•	•	•	•	•
Michigan	•	•	•	•		•
Minnesota	•	•	•	•	•	•
Mississippi	•	•		•	•	•
Missouri	•	•	•	•	•	•
Montana	•		•	•	•	•
Nebraska	•	•		•	•	•

State Services Overseen

All programs for which adult education office is responsible.

Family Literacy	Workplace Ed/Literacy	GED Testing	Corrections Education	Voc/Occup. Training	
•	•	•	•		Alabama
•	•	•	•	•	Alaska
•	•	•			Arizona
	•	•	•		Arkansas
•	•	•	•	•	California
•	•		•		Colorado
	•	•			Connecticut
•	•	•			Delaware
		•	•	•	District of Columbia
•	•	•			Florida
•	•	•	•		Georgia
•	•				Idaho
•	•	•			Illinois
		•			Indiana
•	•	•	•	•	Iowa
	•	•			Kansas
•	•	•	•		Kentucky
•	•	•	•		Louisiana
•		•	•	•	Maine
		•			Maryland
•	•				Massachusetts
•	•	•	•	•	Michigan
•	•	•			Minnesota
•	•	•	•		Mississippi
•	•	•			Missouri
•			•		Montana
	•	•	•		Nebraska

Table 2

State Services Overseen

All programs for which adult education office is responsible.

	ABE/Lit (0-8.9)	GED	Adult High School	E.S.L.	Citizenship	Volunteers
Nevada	•	•	•	•	•	•
New Hampshire	•	•	•	•		•
New Jersey	•	•	•	•	•	•
New Mexico	•	•		•	•	
New York	•	•	•	•	•	•
North Carolina	•	•	•	•	•	•
North Dakota	•	•		•		•
Ohio	•	•	•	•	•	•
Oklahoma	•	•		•		•
Oregon	•	•	•	•	•	•
Pennsylvania	•	•	•	•		•
Rhode Island	•	•	•	•	•	•
South Carolina	•	•	•	•	•	•
South Dakota	•	•		•		•
Tennessee	•	•	•	•	•	•
Texas	•	•	•	•	•	•
Utah	•	•	•	•	•	•
Vermont	•		•	•	•	•
Virginia	•	•	•	•	•	
Washington	•	•	•	•	•	•
West Virginia	•	•		•	•	•
Wisconsin	•	•	•	•	•	•
Wyoming	•	•	•	•	•	•
American Samoa	•	•	•	•	•	•
Guam	•	•	•	•	•	
Puerto Rico	•	•	•	•	•	•
Virgin Islands	•	•	•			•
Northern Mariana Islands	•	•				•
Palau	•	•				

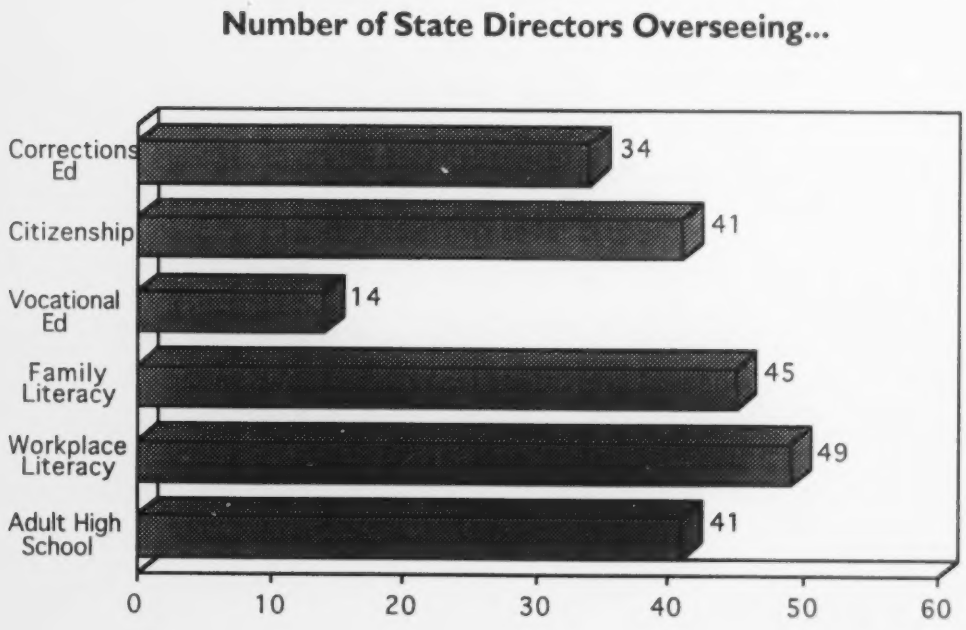
State Services Overseen

All programs for which adult education office is responsible.

Family Literacy	Workplace Ed/Literacy	GED Testing	Corrections Education	Voc/Occup. Training	
•	•	•	•		Nevada
	•	•			New Hampshire
•	•	•			New Jersey
•	•	•		•	New Mexico
•	•	•	•	•	New York
•	•	•	•		North Carolina
•	•	•	•		North Dakota
•	•		•		Ohio
	•	•	•		Oklahoma
•	•	•	•		Oregon
•	•	•	•		Pennsylvania
•	•	•	•		Rhode Island
•	•	•	•		South Carolina
•	•	•			South Dakota
•	•	•			Tennessee
•	•		•	•	Texas
•	•		•	•	Utah
•	•				Vermont
•	•	•		•	Virginia
•	•	•	•		Washington
•	•	•	•		West Virginia
•	•			•	Wisconsin
•	•		•		Wyoming
	•		•		American Samoa
		•	•	•	Guam
•	•	•	•		Puerto Rico
•	•	•	•	•	Virgin Islands
•	•				Northern Mariana Islands
•					Palau

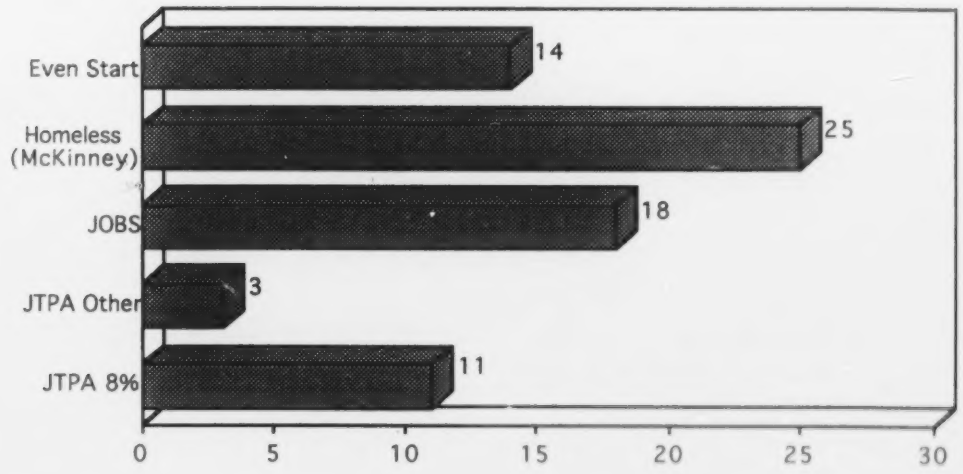
Table 2

State Services Overseen



Federally Funded Programs Managed

Number of State Directors Who Manage...



Since 1992,

- management of Even Start funds by State Directors has increased by 3.
- management of JOBS funds by State Directors has increased by 3.
- management of JTPA 8% funds by State Directors has remained at 11.

Federally Funded Programs Managed

	A.E.A. Basic Grant*	Workplace Literacy	English Literacy	Homeless (McKinney)	JOBS
Alabama	$5,124,722	2,500,000		360,000	1,700,000
Alaska	558,323				750,000
Arizona	3,355,707			1,000,000	1,600,000
Arkansas	3,099,852			346,694	
California	28,245,902	11,036,232	4,883,098		
Colorado	2,402,954				
Connecticut	2,947,992			208,305	525,000
Delaware	817,956				59,000
District of Columbia	877,052				
Florida	13,259,274			522,000	
Georgia	7,241,198	300,000			
Idaho	1,037,759				
Illinois	10,595,694				
Indiana	5,407,977			452,100	96,746
Iowa	2,378,807		25,000		
Kansas	2,066,896				
Kentucky	4,900,690	100,000		310,000	3,600,000
Louisiana	4,983,801				
Maine	1,272,672				
Maryland	4,245,438	458,368		260,000	
Massachusetts	4,977,584	1,000,000	350,000	447,000	
Michigan	8,534,139				
Minnesota	3,288,568				
Mississippi	3,446,396			260,000	
Missouri	5,230,033				2,000,000
Montana	856,909				57,195
Nebraska	1,373,862			112,100	

*A minimum of 10% of AEA Basic Grant must be utilized for Institutionalized Persons.

Federally Funded Programs Managed

JTPA 8%	JTPA (Other)	Even Start	Perkins	Library Literacy	Pell Grant	
$350,000						Alabama
		75,000				Alaska
						Arizona
						Arkansas
14,000,000						California
						Colorado
1,405,886		20,860				Connecticut
	20,000	250,000	54,000			Delaware
	306,674		4,612,473			District of Columbia
6,325,514	7,651,585					Florida
						Georgia
						Idaho
						Illinois
						Indiana
						Iowa
						Kansas
1,300,000						Kentucky
						Louisiana
		412,670	450,000			Maine
						Maryland
540,300		1,500,000				Massachusetts
		620,000				Michigan
						Minnesota
						Mississippi
						Missouri
						Montana
						Nebraska

Table 3

Federally Funded Programs Managed

	A.E.A. Basic Grant*	Workplace Literacy	English Literacy	Homeless (McKinney)	JOBS
Nevada	$1,281,541			21,000	
New Hampshire	1,054,572				338,000
New Jersey	7,272,305	480,000			
New Mexico	1,658,526				370,000
New York	17,524,299			448,300	
North Carolina	7,602,319			520,000	
North Dakota	788,690			100,000	
Ohio	10,313,541			530,400	1,500,000
Oklahoma	3,246,831				250,000
Oregon	2,404,264	113,700			
Pennsylvania	11,617,349			376,121	
Rhode Island	1,290,036			231,000	317,750
South Carolina	4,244,078				251,000
South Dakota	839,382				
Tennessee	6,131,629				1,000,000
Texas	17,901,966		1,790,000	535,000	3,500,000
Utah	1,281,591	250,000	30,000	226,000	
Vermont	674,505			258,680	
Virginia	6,064,883				
Washington	3,559,248	245,112		474,065	
West Virginia	2,493,882			260,000	1,794,933
Wisconsin	4,231,738	1,003,400		362,500	
Wyoming	560,605			80,000	
American Samoa	159,964				
Guam	220,172				
Puerto Rico	5,869,068				
Virgin Islands	245,412				
Northern Mariana Islands	154,546				
Palau	120,997				

*A minimun of 10% of AEA Basic Grant must be utilized for Institutionalized Persons.

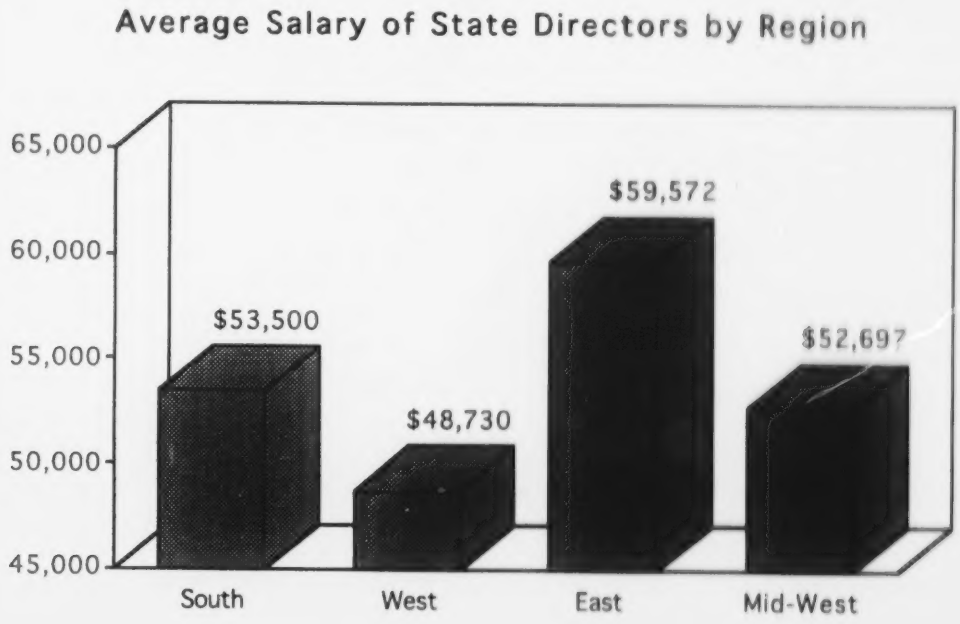
Table 3

Federally Funded Programs Managed

JTPA 8%	JTPA (Other)	Even Start	Perkins	Library Literacy	Pell Grant	
						Nevada
				180,000		New Hampshire
700,000						New Jersey
		6,000				New Mexico
						New York
						North Carolina
$220,000						North Dakota
						Ohio
						Oklahoma
		800,000				Oregon
						Pennsylvania
						Rhode Island
		1,000,000				South Carolina
						South Dakota
1,100,000		1,400,000				Tennessee
		6,900,000	2,000,000			Texas
						Utah
						Vermont
2,000,000						Virginia
						Washington
						West Virginia
671,900			11,059,400	130,400		Wisconsin
		47,000				Wyoming
						American Samoa
			503,536		100,000	Guam
		3,117,414				Puerto Rico
		60,000	950,000			Virgin Islands
						Northern Mariana Islands
						Palau

Table 3

State Directors' Salaries



Average Salary Nationally $52,498

Median Salary Nationally $50,000

Since 1992, the national average salary has increased by 3%.

State Agencies

Agencies in which adult education offices are housed.

State Educational Agency for K-12	State Education Agency for K-12 Plus Post-Secondary	State Board for Community Colleges	Separate State Vo-Tech Agency	Post-Secondary Agency
Alabama	District of Columbia	American Samoa	Arkansas	Kentucky*
Arizona	Florida	Guam	Georgia	
Colorado	Iowa	Mississippi	Wisconsin	
Connecticut	Kansas	North Carolina		
Delaware	Michigan	Northern Marianas		
Idaho	Missouri	Oregon		
Illinois	New York	Washington		
Indiana	Ohio			
Louisiana	Pennsylvania			
Maine	Puerto Rico			
Minnesota	South Dakota			
Montana	Utah			
Nevada	West Virginia			
New Hampshire	Wyoming			
NorthDakota				
Oklahoma				
Palau				
Rhodelsland				
Tennessee				
Texas				
Vermont				
Virgin Islands				
Virginia				

*Workforce Development Cabinet.

Table 4

Interagency Collaboration

	Welfare Recipients Served in 1993	ABE Funds that Support JOBS	Unemployed Students Served in 1993	ABE Funds that Supported JTPA
Alabama	4,200	$380,000	16,000	
Alaska				
Arizona	6,516		23,157	
Arkansas				
California				
Colorado	2,615		2,567	
Connecticut	12,381	148,000	21,147	$194,550
Delaware	571	40,635	1,852	40,635
District of Columbia	53		4,523	
Florida	17,856		302,593	
Georgia	13,832		40,345	
Idaho	1,168		2,480	
Illinois	16,000	9,818,000	68,125	
Indiana	10,841		22,594	
Iowa	10,706		15,344	
Kansas	4,432		8,985	
Kentucky	10,808		17,627	
Louisiana	6,566		22,999	
Maine	3,943		9,040	
Maryland	3,789	100,000	11,115	
Massachusetts	3,824			
Michigan	45,855		46,177	
Minnesota	16,157		19,535	
Mississippi			9,292	
Missouri		400,000		
Montana	1,462		1,296	
Nebraska	2,244		3,902	

Table 5

Interagency Collaboration

Welfare Recipients Served in 1993	ABE Funds that Support JOBS	Unemployed Students Served in 1993	ABE Funds that Supported JTPA	
88		1,395		Nevada
1,406		3,663		New Hampshire
4,014		35,014		New Jersey
8,528	$100,000	14,818		New Mexico
59,295				New York
11,759				North Carolina
1,335				North Dakota
47,039	1,300,000	71,088		Ohio
6,712		9,672		Oklahoma
8,000				Oregon
19,453	1,000,000	19,621		Pennsylvania
1,873	125,000	3,457		Rhode Island
10,803		27,916		South Carolina
895		1,848		South Dakota
14,554		25,331	$600,000	Tennessee
15,000	2,000,000	110,000		Texas
6,103		13,298		Utah
2,118		3,201	124,291	Vermont
6,045		9,939		Virginia
9,965		22,315		Washington
7,222	250,000	20,512		West Virginia
				Wisconsin
0		2,188		Wyoming
				American Samoa
3,540		50		Guam
4,053		6,447		Puerto Rico
150	2,000	995		Virgin Islands
0				No Mariana Islands
0		64		Palau

Table 5

ABE Funds Supporting Other Federal and State Initiatives

California	GAIN-JOBS
Delaware	Even Start
Idaho	Even Start, Head Start
Indiana	County Jails, State Correctional Institutions
Kentucky	JOBS Literacy
Maryland	Literacy Works
Mississippi	Even Start
Missouri	Even Start, JOB Corps, Corrections Education, Migrant
Nevada	Parole and Probation Model, Nevada Literacy Coalition
New Mexico	Even Start, Project Forward
New York	Welfare Education Program, Employment Preparation, JOBS
North Carolina	Even Start, Head Start, JOBS
Ohio	Even Start, Workforce Development, JOBS
Oregon	Even Start, Start up grants
Rhode Island	Even Start
South Dakota	South Dakota Literacy Council
Texas	Even Start
Utah	Welfare

Interagency Agreements

11 States have agreements with their Department of Labor.

28 states have agreements with their Department of Human Services, Welfare or Social Services.

8 states have agreements with their Department of Corrections.

5 states have agreements with their Department of Vocational Rehabilitation Services.

Agency Restructuring

The following programs have been restructured in the last two years. The ones listed in bold have moved to another agency.

American Samoa
Arizona
District of Columbia
Guam
Kentucky
Massachusetts
Nebraska
New Hampshire
New Jersey
New York
Ohio
South Carolina
Vermont
Washington

Local Program Information

State -›Local Funding
Timing and Dissemination

	Month RFP's are Issued	Dissemination Process: Newspaper	Mailings	Meetings
Alabama	April	X	X	X
Alaska	February	X	X	
Arizona	March	X	X	X
Arkansas	January	X	X	X
California	February	X	X	X
Colorado	March	X	X	X
Connecticut	February	X	X	X
Delaware	January	X	X	X
District of Columbia	August			
Florida	February	X	X	X
Georgia	March	X	X	X
Idaho	April	X	X	X
Illinois	January	X	X	X
Indiana		X	X	
Iowa	March	X	X	X
Kansas	February		X	X
Kentucky	February	X	X	X
Louisiana	January	X	X	X
Maine	February	X	X	X
Maryland		X	X	X
Massachusetts	November	X	X	X
Michigan	May		X	X
Minnesota	March		X	X
Mississippi	March	X	X	X
Missouri	December		X	X
Montana	February	X	X	X
Nebraska	February	X	X	

State -›Local Funding Timing and Dissemination

Month RFP's are Issued	Dissemination Process: Newspaper	Mailings	Meetings	
January	X	X	X	Nevada
April	X	X	X	New Hampshire
January		X	X	New Jersey
November	X	X	X	New Mexico
February		X		New York
January	X	X		North Carolina
February	X	X	X	North Dakota
February	X	X	X	Ohio
May	X	X	X	Oklahoma
February	X	X	X	Oregon
January		X	X	Pennsylvania
January		X	X	Rhode Island
August	X	X	X	South Carolina
March	X	X		South Dakota
		X	X	Tennessee
April		X	X	Texas
May	X	X	X	Utah
February	X	X	X	Vermont
	X	X	X	Virginia
March		X	X	Washington
March	X	X	X	West Virginia
October	X	X	X	Wisconsin
April	X	X	X	Wyoming
				American Samoa
				Guam
March	X		X	Puerto Rico
July/August	X		X	Virgin Islands
				Northern Mariana Islands
October			X	Palau

Table 7

Local Program Characteristics

	Number of ABE Programs Funded	Number of Volunteer Programs	Number of Programs that Run Year Round
Alabama	95	4	76
Alaska	19	2	19
Arizona	52	8	10
Arkansas	104	51	25
California	320	71	0
Colorado	49	12	20
Connecticut	65	4	22
Delaware	17	7	5
District of Columbia	12	1	0
Florida	91	24	*
Georgia	37	11	0
Idaho	7	1	6
Illinois	117	17	*
Indiana	79	13	52
Iowa	15	79	15
Kansas	37	3	18
Kentucky	204	87	153
Louisiana	66	4	22
Maine	88	6	40
Maryland	31	n/a	19
Massachusetts	150	22	80
Michigan	147	19	0
Minnesota	600	14	100
Mississippi	63	4	*
Missouri	50	2	45
Montana	25	10	3
Nebraska	26	2	7

*Information not received.

Table 8

Local Program Characteristics

Number of ABE Programs Funded	Number of Volunteer Programs	Number of Programs that Run Year Round	
12	8	10	Nevada
58	18	5	New Hampshire
150	28	30	New Jersey
20	*	*	New Mexico
230	65	*	New York
58	23	81	North Carolina
45	4	20	North Dakota
169	30	70	Ohio
42	21	4	Oklahoma
	30	0	Oregon
589	216	*	Pennsylvania
33	13	2	Rhode Island
*	7	30	South Carolina
32	5	17	South Dakota
103	2	90	Tennessee
58	*	*	Texas
54	*	25	Utah
8	8	0	Vermont
89	82	17	Virginia
32	33	0	Washington
58	2	34	West Virginia
19	0	19	Wisconsin
15	7	8	Wyoming
*	*	*	American Samoa
2	0	10	Guam
*	*	*	Puerto Rico
12	2	0	Virgin Islands
0	0	1	Northern Mariana Islands
2	*	1	Palau

Local Staffing Patterns

	Average Salary of Local Adult Ed Administrators	Average Salary of Local Teachers (per hour)
Alabama	$44,000	$14.00
Alaska	44,000	14.00
Arizona	41,000	18.00
Arkansas	35,000	15.00
California	*	*
Colorado	*	*
Connecticut	34,532	21.52
Delaware	55,000	19.45
District of Columbia	*	*
Florida	*	*
Georgia	40,000	21.00
Idaho	*	11.89
Illinois	*	*
Indiana	*	*
Iowa	32,000	10.00
Kansas	35,000	13.00
Kentucky	45,000	13.00
Louisiana	44,000	15.00
Maine	40,500	13.00
Maryland	65,000	15.00
Massachusetts	34,800	12.00
Michigan	57,000	23.00
Minnesota	20,000	10.00
Mississippi	30,000	6.25
Missouri	35,000	12.00
Montana	*	*
Nebraska	*	10.00

*Information not received.

Local Staffing Patterns

Average Salary of Local Adult Ed Administrators	Average Salary of Local Teachers (per hour)	
27,000	$8.00-10.00	Nevada
7,500	15.50	New Hampshire
45,000	18.00-20.00	New Jersey
*	*	New Mexico
50,000	20.00	New York
30,804	12.00	North Carolina
37,000	12.00-22.00	North Dakota
40,000	19.00	Ohio
*	*	Oklahoma
50,000	*	Oregon
*	*	Pennsylvania
29,000	18.00	Rhode Island
50,000	14.00	South Carolina
32,000	12.50	South Dakota
32,500	11.00	Tennessee
*	15.00	Texas
40,000	10.00	Utah
30,000	12.00	Vermont
*	19.00	Virginia
49,000	21.00	Washington
*	12-14.00	West Virginia
*	*	Wisconsin
30,000	14.00	Wyoming
*	*	American Samoa
45,000	20.00	Guam
*	12.50	Puerto Rico
$21.00/hr.	16.00	Virgin Islands
*	20.00	Northern Mariana Islands
13,000	7.00	Palau

Table 9

Notes

Notes

National Adult Education
Professional Development Consortium, Inc.
Suite 422
444 North Capitol Street, NW
Washington, DC 20001
Phone: (202) 624-5250
Fax: (202) 624-8826

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